

OTE 86-1028

29 July 1986

MEMORANDUM FOR: Deputy Director for Administration

FROM:

Director of Training and Education

SUBJECT: DDA Training Officer

1. Do We Need One?

Yes. At a minimum, somebody has to be the focal point for the many training actions that should be managed at the DDA level. Directorate nominees have to be chosen for the Service Schools, Harvard, Brookings, etc., and for internal courses like Mid-Career, Advanced Intelligence Seminar, the new SIS program. Somebody has to speak for DDA equities at our monthly senior training officer meeting--on such issues as the number of CTs in the program; the DA needs for operations-like training, the direction of management training.

You could delegate these duties to OTE. But, I don't see much gain in that. And some might see it as a sign of your disinterest in training for DDA people.

(Incidentally, the DO and DS&T have GS-15 Senior Training Officers; the DI, a GS-14. The DS&T Officer is the only one that also has CMO-like duties.)

This seems like a particularly good time to strengthen the role of our DDA Training Officer--given connection we are asserting between training and a restructured pay system.

2. What Would He Do?

As you know, we have done formal "needs surveys" of the DI (1983), DS&T (1985), DDO (1986), and we had committed ourselves--at least intellectually--to doing something for the DA. We have not sized the problem; i.e., determined what kind of "survey" makes sense for an organization like the DA. For what it's worth, I am persuaded that there are

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significant omissions in the training we provide DDA
officers. [redacted]

[redacted] Working with OTE on this
could be a key task of the Training Officer.

Doing the day-to-day stuff and taking the lead in a
systematic review of the DDA's training needs, is a
full-time job.

If you task this individual to also pursue career
management officer duties--your staff person for ensuring
that:

a) there is a DDA career or personnel management
system in place, and actually working (the two are
not necessarily synonymous).

or

b) that the offices have a coherent--if not
identical--personnel management system,

or developing new initiatives in career management--then it will
come at the expense of his Senior Training Officer duties.
That's o.k., as long as you, the individual, and OTE knows what
the priorities are.

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3. I am attaching [redacted] file. [redacted] is a smart
"comer" who needs this kind of challenge. He would represent
OTE well in the offices; and I have found him creative and
sensible. He is very interested in the job.

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4. I had previously sent you [redacted] file. Frankly,
[redacted] has many excellent qualities, but I am not sure how well
he would do. He, too, is very interested and he would like an
opportunity to talk to you about his ideas on what is needed.
It would be a gesture to Ron to hear him out, and he is an
intelligent guy, and you would probably find such a conversation
worthwhile.

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Attachment: a/s [redacted]

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Distribution:

Original - Addressee
1 - DTE Chrono
1 - OTE Registry

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DDA/OTE

(29 July 1986)